



Joint Capabilities Integration and Development System (JCIDS) A Primer

Sources:

- CJCSI 3170.01I, 23 Jan 2015
- CJCSI 5123.01G, 15 Jan 2015
- JCIDS Manual, 12 Feb 2015 with errata, 23 Feb 2015
- DoDI 5000.02, 7 Jan 2015
- Joint Staff, J-8

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- The Requirements Environment
- Three JCIDS Process Lanes
- Identifying Capability Requirements
- JCIDS Interaction With the Acquisition Process
- JCIDS Documents
- Performance Attributes
- Document Staffing and Validation
- Urgent/Emergent Threat Lanes
- Rapid Acquisition of Urgent Needs
- Guiding Principles and Challenges

Finding the balance between:

| | | |
|---|-----|--|
| Combatant Command (CCMD) near-term requirements to support Contingency Plans and current missions | and | Services' long range vision & investment plans |
| Versatile, joint systems | and | Systems optimized for service missions |
| Growing demands | and | Fiscal & political constraints |
| Geographic specificity | and | Worldwide applicability |
| Ambitious requirements | and | Achievable acquisition strategy |
| Quantity matters | and | High-end capabilities |

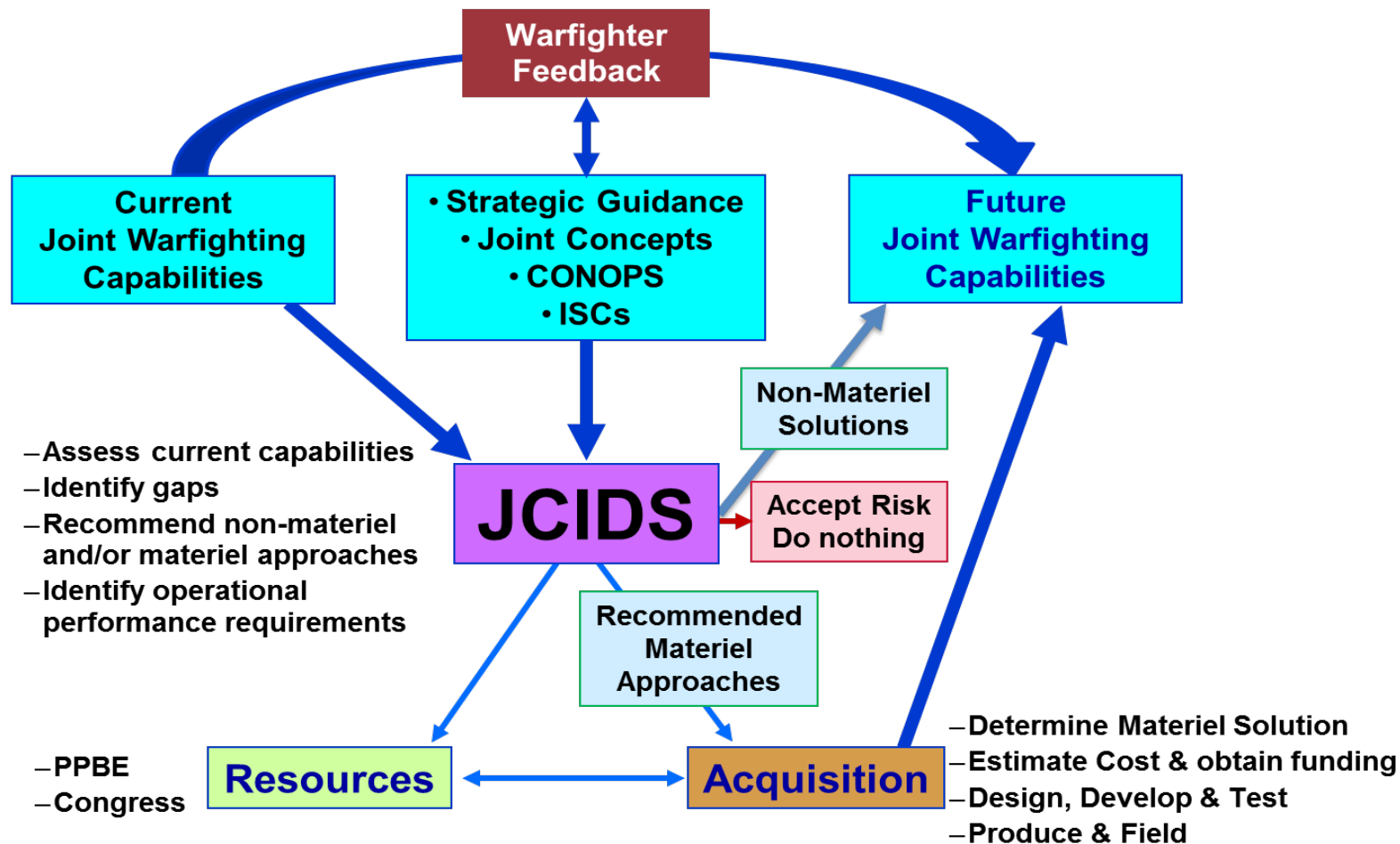


Joint Capabilities Integration and Development System (JCIDS)

- The Goal of JCIDS is to...
 - Provide the Joint Force with the capabilities needed to perform across the full range of military operations and challenges
 - Support the JROC in its Title 10 responsibilities
 - ✂ Cost, schedule, performance trades
 - ✂ Prioritizing joint military requirements in shaping the force
- Supported by...
 - Integrated, collaborative review process
 - Leveraged expertise of all government agencies

JCIDS along with the Defense Acquisition System and the Planning, Programming, Budgeting and Execution process form the principal DOD decision support processes for developing and acquiring capabilities required by the military forces to support the national defense strategy

JCIDS – The Central Process For Capability Solutions



Capability-Mission Lattice

- Strategic Guidance**
- National Security Strategy
 - National Defense Strategy
 - National Military Strategy
 - Quadrennial Defense Review
 - National Security Interests
 - Quadrennial Roles/Missions
 - Defense Planning Guidance
 - Guidance for Employment of The Force
 - Unified Command Plan
 - Joint Strategic Capabilities Plan

Planning / Operations

Quadrennial Defense Review – Prioritized Missions

- Maintain Nuclear Deterrence
- Defense of the Homeland
- Defeat Adversaries
- Global Stabilizing Presence
- Combat Terrorism
- Counter Weapons of Mass Destruction
- Deny Adversary Objectives
- Crisis Response/Limited Contingency Operations
- Military Engagement/Security Cooperation
- Counterinsurgency and Stability Operations
- Support to Civil Authorities
- Humanitarian Assistance/Disaster Response

Integrated Security Constructs / OPLANS / CONPLANS

Capstone Concept for Joint Operations/Other Concepts and CONOPS

Materiel & Non-Materiel Capability Solutions

Materiel Acquisition/Investment, Including Legacy System Sustainment

Science & Technology / Research & Engineering

Logistics

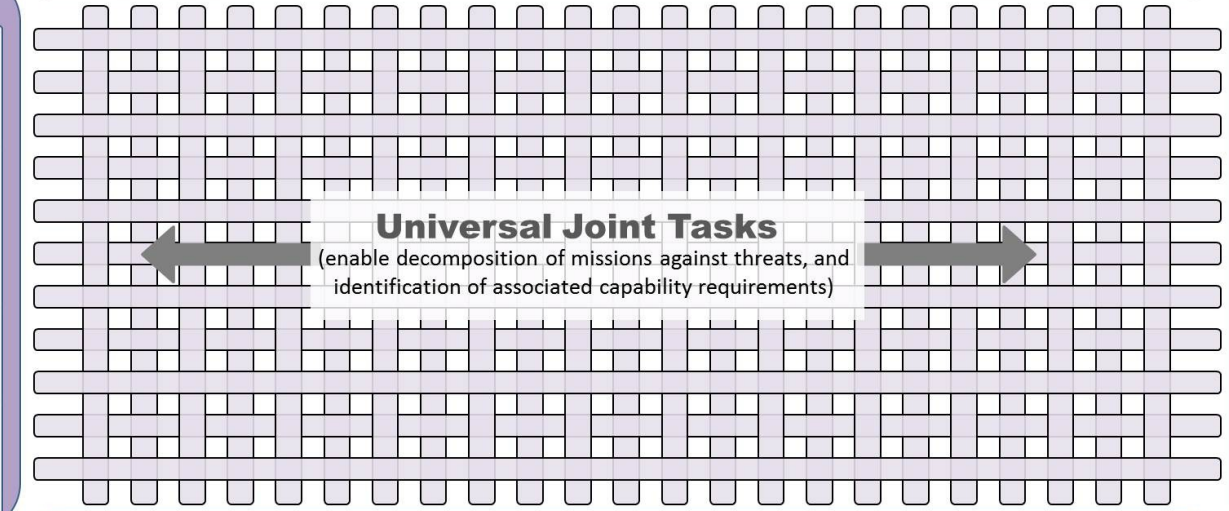
Land Systems Sea Systems Air Systems Space Systems Cyber Systems

SAP SAP SAP SAP SAP

System Architecture(s) System Architecture(s) System Architecture(s) System Architecture(s) System Architecture(s)

Doctrine Organization Training

Leadership/Education Personnel Facilities Policy



Global Context / Threats

Critical Intelligence Parameters

- Near Peer Competitors
- Rogue Nations
- Non-State Actors
- Weapons of Mass Destruction

Threat Assessments

Environmental / Natural Events Assessment(s)

Treaties/Alliances Assessment(s)

Operational Architecture(s)

Op Arch(s)

Force Support

- Force Management
- Force Preparation
- Human Capital Mgmt.
- Health Readiness

Battlespace Awareness

- Planning & Direction
- Collection
- Processing/Exploitation
- Analysis/Production
- Dissemination/Relay

Force App.

- Maneuver
- Engagement

Logistics

- Deployment/Distribution
- Supply
- Maintain
- Logistic Services
- Engineering
- Operational Contract Supt.
- Base/Installation Support

Command and Control

- Organize
- Understand
- Planning
- Decide
- Direct
- Monitor

Net-Centric

- Information Transport
- Enterprise Services
- Net Management
- Information Assurance

Protection

- Prevent
- Mitigate

Build Ptnr.

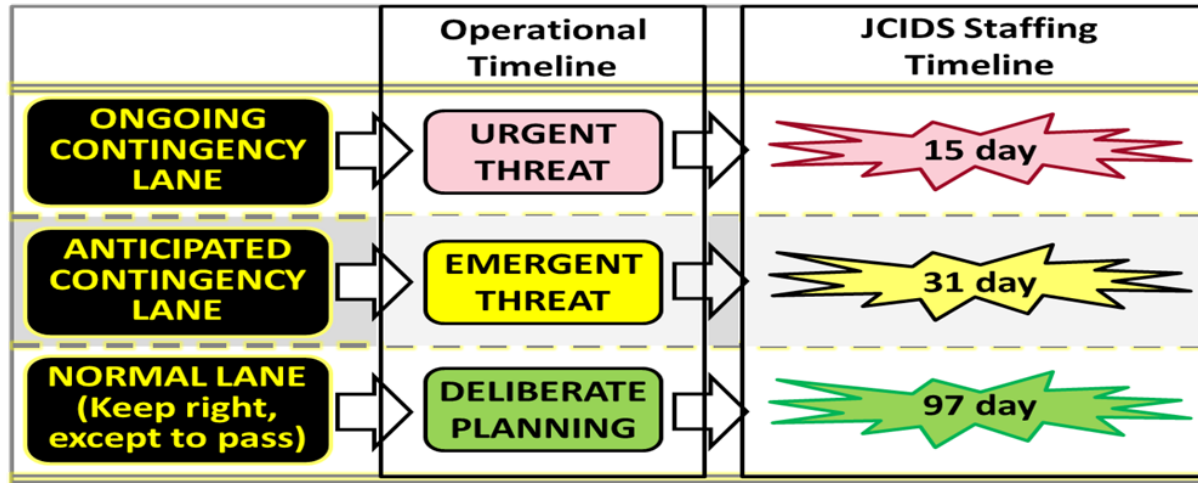
- Communicate
- Shape

Corporate Management

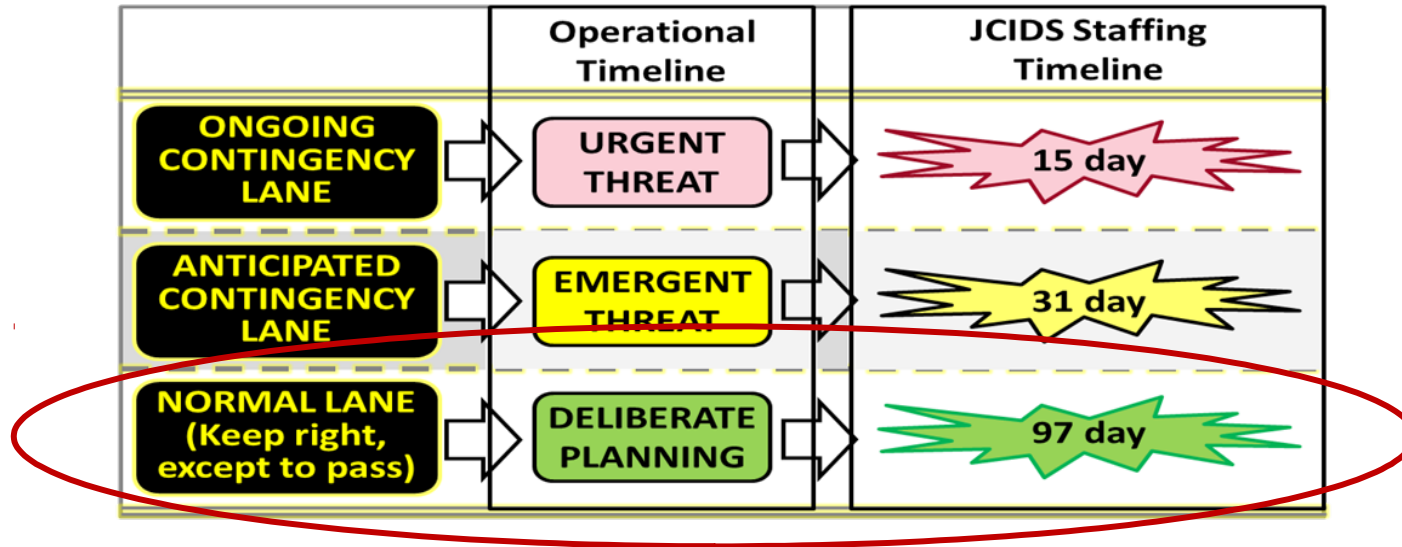
- Advisory & Compliance
- Strategy & Assessment
- Info Management
- Acq & Technology
- Program/Budget/Finance

Capability Requirements Portfolio Management

Three JCIDS Process “Lanes”



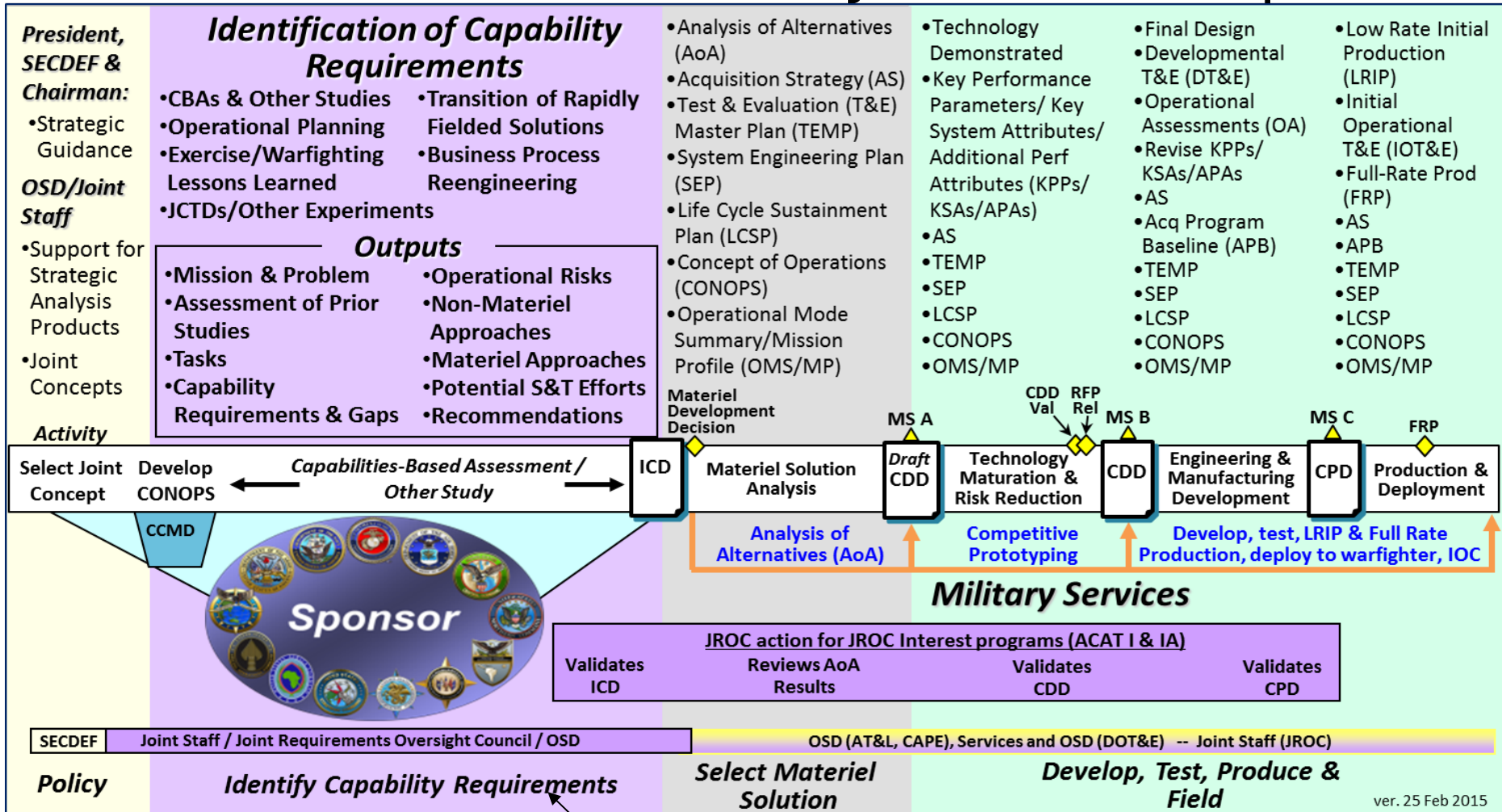
- **Ongoing Contingency Lane - Urgent Threat**
 - Urgent need to prevent loss of life and/or mission failure during current operations
 - Requires little tech development and can be resolved in less than two years
 - CCMD Driven. J-8 Deputy Director for Requirements (DDR) validates
- **Anticipated Contingency Lane - Emergent Threat**
 - Accelerated acquisition needed for an anticipated or pending contingency operation
 - CCMD Driven, VCJCS verifies, JCB or JROC validates
- **Normal Lane - Deliberate Planning**
 - Service, CCMD or Agency Driven. Traditional route for capabilities that require significant tech development and/or are not urgent or compelling in nature



• Normal Lane - Deliberate Planning

- Service, CCMD or Agency Driven. Traditional route for capabilities that require significant tech development and/or are not urgent or compelling in nature
- The next series of charts deal with the normal lane

JCIDS and Acquisition



Getting The Front End Right is Key



Identification of Capability Requirements

and Associated Capability Gaps

- **Goal.** To derive and refine capability requirements and associated capability gaps – for which a capability solution must be provided either organically or leveraged through the joint force – to accomplish assigned functions, roles, missions, and operations.
- **Certified Requirements Managers.** Sponsors will use certified requirements managers to monitor and evaluate capability requirement identification, including but not limited to the identification of capability gaps due to changes in threats, missions, or aging of legacy weapon systems throughout their life cycle.
- **Relation to Functions, Roles, Missions, and Operations.** Before any action can be taken in the JCIDS process related to reviewing and validating capability requirement documents, Sponsors must first identify capability requirements related to



Approaches to Identifying Capability Requirements

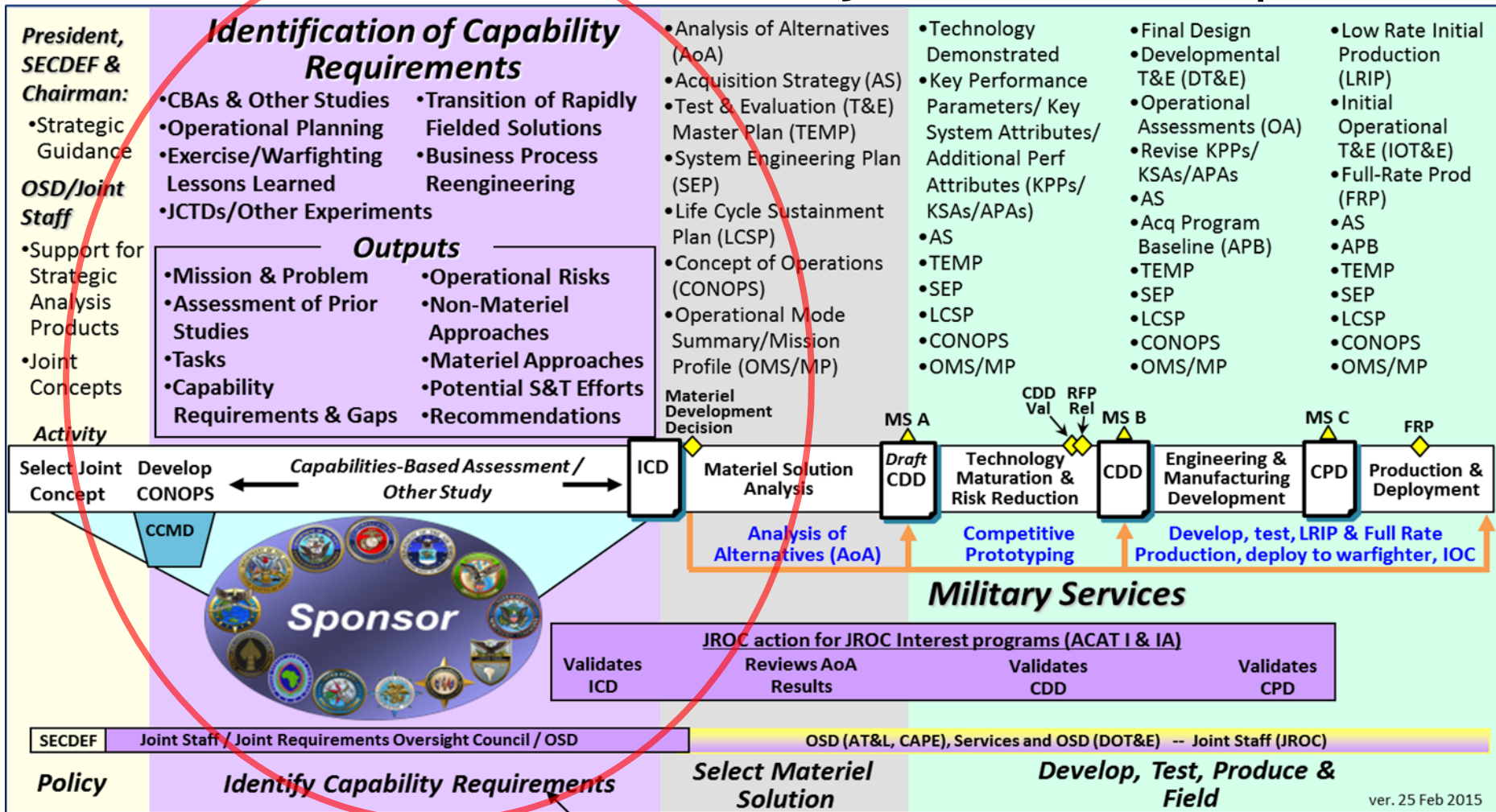
- Capabilities-Based Assessments (CBAs) & Other Studies
- Operational Planning
- Exercises/Warfighting Lessons Learned
- Joint Capability Technology Demonstrations (JCTDs) and Other Experiments
- Transition of Rapidly Fielded Capability Solutions
 - Joint Urgent Operational Needs (JUONs), Joint Emergent Operational Needs (JEONs), and DOD Component Urgent Operational Needs (UONs)
 - Joint Improvised Explosive Device Defeat Organization (JIEDDO) Initiatives
- Business Process Reengineering



Primary Outputs of Approaches to Identify Capability Requirements

- Mission Description & Problem Being Assessed
- Identification & Assessment of Prior Studies
- Identification of Tasks Required to Meet Mission Objectives
- Identification of Capability Requirements Within One or More Joint Capability Areas (JCAs)
- Assessment of Capability Gaps
 - Between identified requirements and current or programmed joint force capabilities
- Assessment of Operational Risks
- Evaluation of Possible Non-Materiel & Materiel Approaches to Close or Mitigate Gaps
- Evaluation of Current and Potential Future Science & Technology (S&T) Efforts
- Recommendations

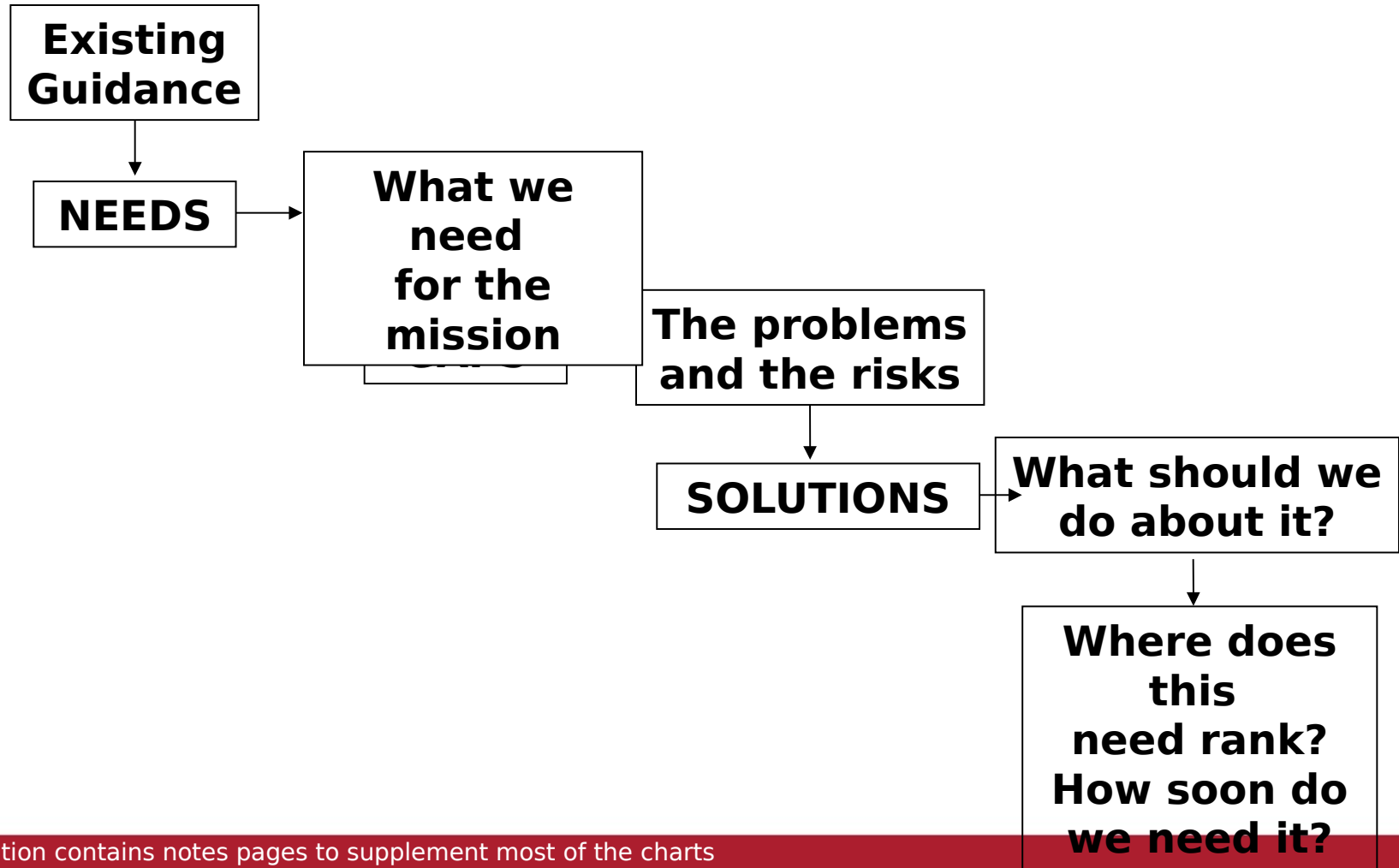
JCIDS and Acquisition



Getting The Front End Right is Key



Capabilities-Based Assessment (CBA)



- CBA Documentation:
 - Initial Capabilities Document (ICD)
 - Joint DOTmLPF-P* Change Recommendation (DCR)
- CBA Recommendations for Materiel Approaches:
 - Evolution of previously fielded systems with significant capability improvement, to include information systems
 - Replacement or recapitalization of previously fielded system with significant capability improvement
 - Transformational capability solution(s) that differ significantly in form, function, operation, and capabilities from previously fielded systems
- Managers Must Communicate to Avoid Disconnects Over Seams Between JCIDS, Defense Acquisition System, and PPBE

*DOTmLPF-P = Doctrine, Organization, Training, materiel, Leadership and Education, Personnel, Facilities & Policy

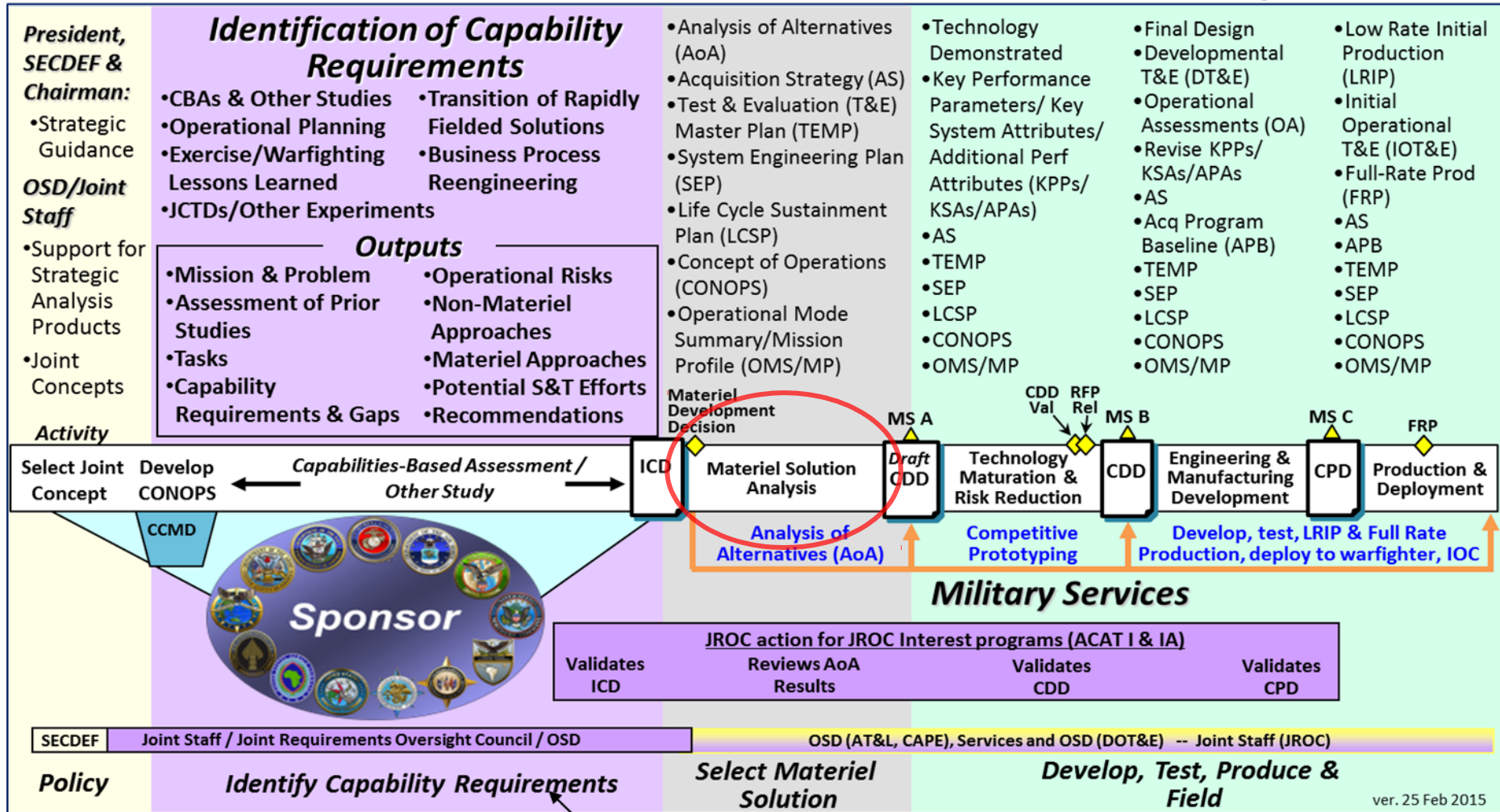


CBA Output Document – Joint Non-Materiel Solutions

- Joint DOTmLPF-P Change Recommendation (Joint DCR)
 - To propose *joint* non-materiel solutions as an alternative to, or complement of, materiel solutions
 - Non-Materiel Solutions
 - Alternate concepts and CONOPs
 - Organizational and personnel alternatives to resolve gaps/mismatches between force availability and force needs
 - Training changes that improve effectiveness of existing capabilities
 - Alternate uses of previously fielded materiel
 - Leadership and educational alternatives
 - Use existing facilities in new ways; introduce new facilities or locations
 - Policy alternatives – change policies that contribute to gaps in

For non-materiel solutions which impact only the Sponsor organization, DCRs are not required by JCIDS, as DOD Components manage Component specific DOTmLPF-P at their discretion.

JCIDS and Acquisition





CBA Output Document – Materiel & Non- Materiel Solutions

- Initial Capabilities Document (ICD)
 - Documents Capabilities-Based Assessment (CBA) results
 - Specifies one or more capability requirements and associated capability gaps which represent unacceptable operational risk if left unmitigated
 - Identifies relevant operational attributes
 - Identifies notional resources available over anticipated life cycle
 - Recommends partially or wholly mitigating identified capability gap(s) with a non-materiel capability solution, materiel capability solution, or some combination of the two
 - Supports the Materiel Development Decision (MDD)
 - Predecessor for the Capabilities Development Document (CDD)

- An ICD Identifies Capability Requirements with Associated Initial Objective Values
 - Initial objective values satisfy operational needs while serving as starting point for analysis supporting trade-offs above and below the objective value
 - Represent values necessary to achieve *mission objectives* with moderate operational risk
 - Examples: Outcomes, time, distance, effect, obstacles to be overcome, and supportability
- Guides the Analysis of Alternatives (AoA)
- With AoA results, Guides Development of Key Performance Parameters (KPPs) for Inclusion in Capabilities Development Document (CDD)



ICD Variant for Information Systems (IS-ICD)

- IS-ICDs Implement the “Information Technology (IT) Box” Model
- IS-ICDs must be used when applicable for capability requirements documents with JSDs of JROC and JCB Interest. Specifically appropriate for:

Procurement or modification of Commercial off the Shelf (COTS)/Government off the Shelf (GOTS) IS products

Additional production or modification of previously developed U.S and/or Allied or interagency systems or equipment

Development, integration, and acquisition of customized application software

Approaches where the solution involves research and development and / or acquisition of applications systems software, and the projected life-cycle costs exceed \$15 million

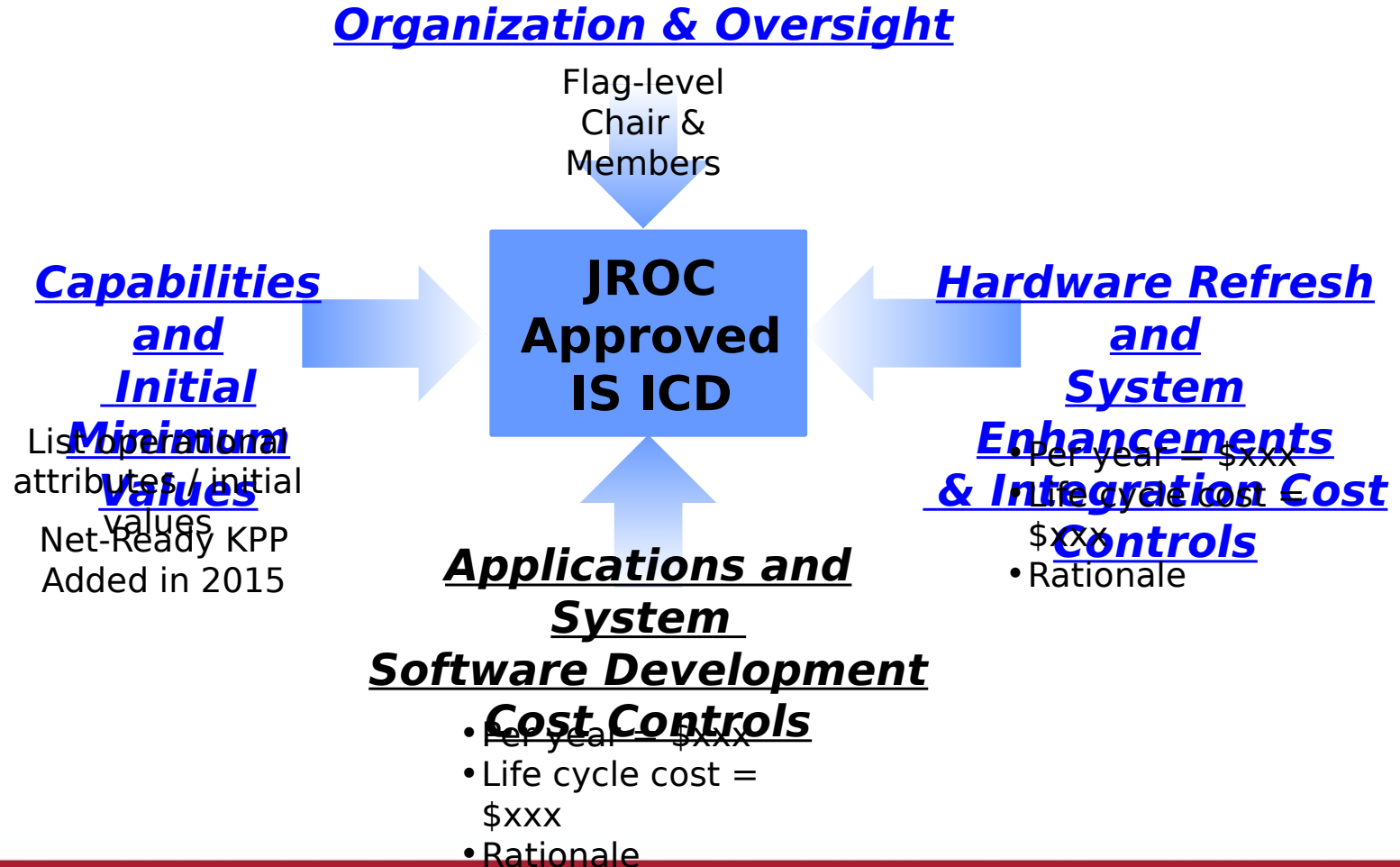
- A “IT Box” model calls for fewer iterations of validating documents through the JCIDS process by describing the overall IS program in the IS ICD, and delegating validation of detailed follow-on requirement and solution oversight to a flag-level organization other than the JROC or JCB.

When an IS-ICD Is Not Appropriate

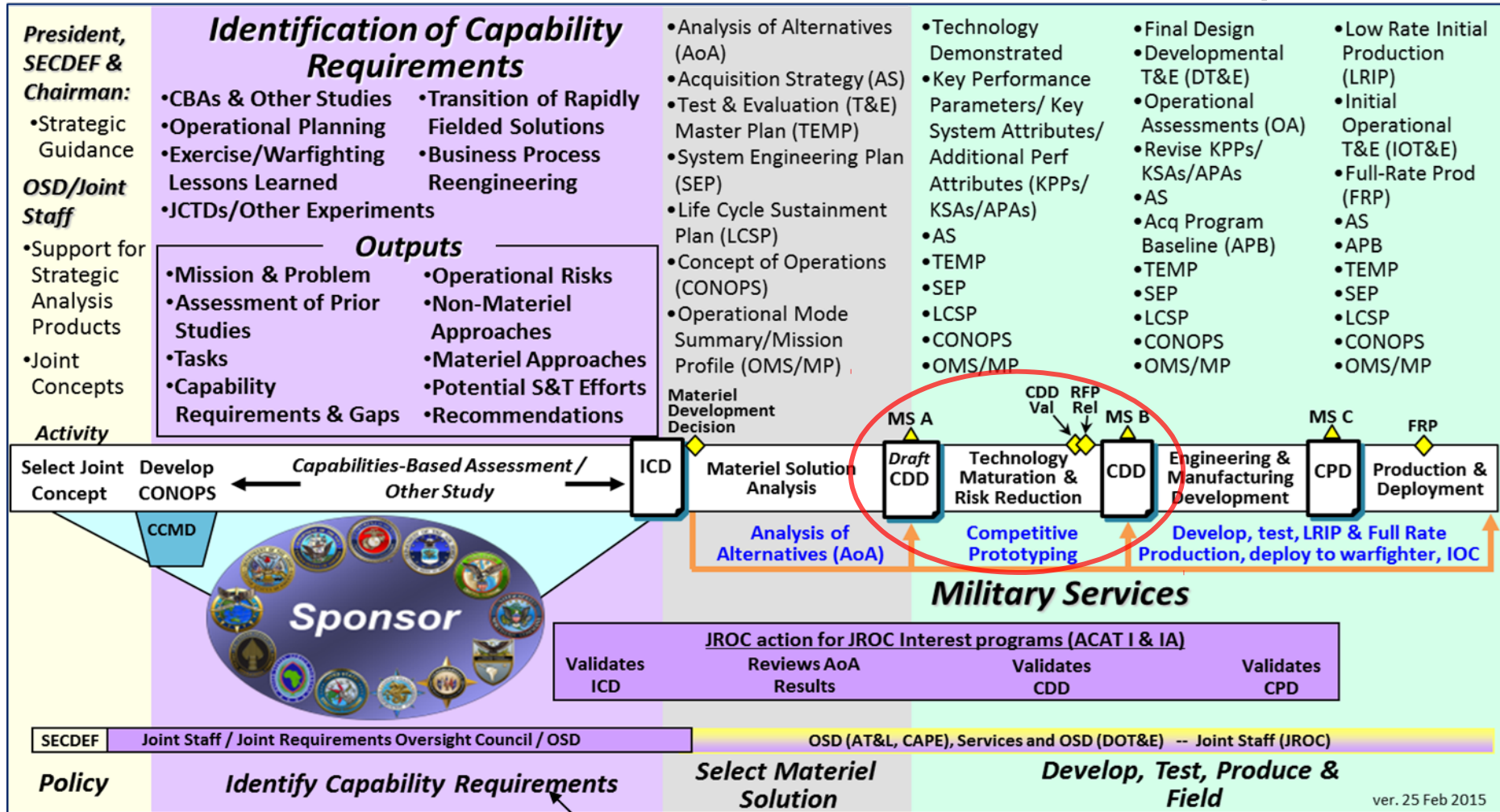
IS-ICDs are NOT Appropriate for:

- Software embedded as a subset of a capability solution developed under other validated capability requirement documents.
 - Software requirements are validated as part of the overall capability solution
- Software requiring a host platform which does not yet have validated capability requirement documents.
 - Software requirements can be included in the capability requirements of the host platform, or as a separate IS-ICD submitted after validation of the host platform capability requirement documents.
- Increases in quantities of previously fielded IS without modification, which are not addressed by an IT Box.
 - Increased quantities may be addressed by a DCR. Increases in quantity which remain within the scope of a previously validated IT Box, may be accomplished without revalidation.

IT Box Components for IS-ICD



JCIDS and Acquisition





Key JCIDS Document Development

- Capability Development Document (CDD)
 - Proposes development of a specific materiel solution
 - Draft CDD (Sponsor Approved) supports Milestone A and Technology Maturation and Risk Reduction (TMRR) Phase
 - Validated CDD supports Development RFP Release Decision, Milestone B, and EMD Phase
 - Identifies operational performance attributes:
 - KPPs, Key System Attributes (KSAs), and Additional Performance Attributes (APAs)
 - Other System Attributes, such as Human Systems Integration (HSI), environmental factors, transportability, etc..
 - Attributes should be authoritative, measurable and testable
 - Describes DOTmLPF-P considerations associated with the solution
 - May apply to multiple increments of development
- Page Limit: 150 pages (including 15 pages for CDD KPPs are inserted verbatim into the APB)



CDD Variant for Information Systems (IS-CDD)

- IS-CDD
 - Implements IT Box model used in the IS-ICD
 - May be used where a validated ICD contains capability requirements which can be addressed by a combination of IS and non-IS solution and the IT Box is applicable to the IS portion
 - May be used for MDAP and MAIS programs to comply with statutory requirements for a CDD while allowing for the flexibilities of the IT Box
 - May be used in cases where a validated CDD was generated before the IT Box construct was introduced, and the Sponsor wants to revalidate under the IT Box construct.
- IS-CDDs are appropriate in the same situations where the IS-ICD is appropriate, and are NOT appropriate in the same situations where the IS-ICD is not appropriate.
- Capability Production Documents (CPDs) are not required as successor documents for an IS-CDD – the delegated authority may prescribe alternate document formats

IT Box Components for IS-CDD

Organization & Oversight

Flag-level
Chair &
Members

Key Performance Parameters



**Major difference from
IS-ICD IT Box.**

KPPs may be quantified in terms of initial performance values rather than objective / threshold values. Same applies to KSAs and APAs used in the body of the IS-CDD

**JROC
Approved
IS CDD**

Hardware Refresh and System Enhancements

- Per year = \$xxx
- Life cycle cost = \$xxx
- Rationale

Applications and System

Software Development Cost Controls

- Per year = \$xxx
- Life cycle cost = \$xxx
- Rationale

Configuration Steering Boards (CSB)

“... the Acquisition Executive of each DoD Component will form and chair a CSB with broad executive membership . . .”

DoDI 5000.02 Jan 2015



- **CSBs meet at least annually**
 - Review all requirements changes and significant technical configuration changes with potential for cost and schedule impacts
 - Only approve changes that increase cost if funds identified and schedule impacts addressed.
 - Requirements fall under CSB cognizance once CDD is validated
- The PM (with the PEO) identifies descoping options to reduce program cost or to moderate requirements
- CSB recommends to the requirements validation authority which options should be



Key Performance Parameters (KPPs)

- Performance Attributes of a System Critical or Essential To Development of an Effective Military Capability
- KPPs Must be Measurable, Testable, and Quantifiable
 - Enable feedback from T&E; support decision making
- Validated by JROC for JROC Interest Documents
 - Change authority generally retained by the validation authority, unless specifically delegated in the validation memorandum.
- Failure to Meet a Validated KPP Threshold Triggers a Review by the Validation Authority and Evaluation of Operational Risk and/or Military Utility of the system(s).
 - Review may result in validation of an updated KPP threshold value, modification of production increments, or recommendation for program cancellation.

Key System Attributes (KSAs)

- Performance Attributes Considered Essential to Achieving a Balanced Solution
- Not Critical Enough to be Selected as a KPP
- Must be Measurable, Testable and Quantifiable
- Identified by the Sponsor; Should be Kept to a Minimum
- Change Authority Delegated to Sponsor, unless retained in Document Validation Memorandum



Additional Performance Attributes (APAs)

- Performance Attributes of a System Not Important Enough to be a KPP or KSA
- Must be Measurable, Testable and Quantifiable
- Identified by the Sponsor; Should be Kept to a Minimum
- Change Authority Delegated to Sponsor, unless retained in Document Validation Memorandum

- Other System Attributes Not Identified Elsewhere in the CDD/CPD, Especially Those That Tend to be Design, Life Cycle Cost, or Risk Drivers.
- May Include, But Not Limited to:
 - Embedded instrumentation, electronic attack, and wartime reserve mode requirements.
 - Human Systems Integration (HSI) considerations.
 - Natural environmental factors, including climatic design type, terrain, meteorological and oceanographic factors.
 - Physical and operational security, including technology security, foreign disclosure, and anti-tamper
 - Weather and oceanographic data accuracy and forecast needs
 - Transportability and deployability considerations
 - Space, weight, power and cooling margin requirements and open system attributes.



Mandatory Key Performance Parameters (KPPs) & Key System Attributes (KSAs)

- **Force Protection KPP** (all CDDs & CPDs for trained systems)
- **System Survivability KPP** (all CDDs & CPDs)
- **Sustainment KPP** (all CDDs & CPDs)
 - Materiel Availability
 - Operational Availability
 - Supporting KSAs
 - Materiel Reliability
 - Operation & Support Costs
- **Net Ready KPP** (all IS-ICDs and all CDDs & CPDs addressing IS)
- **Training KPP** (all CDDs & CPDs with training requirements which dictate operational performance characteristics of the capability solution)
- **Energy KPP** (all CDDs & CPDs where provisions of energy impact operational reach, or protection of energy infrastructure or energy resources is required)

- Use of the FP KPP in CDDs and CPDs –
 - Expected for all manned systems, unmanned systems which interface with or operate in the proximity of personnel, and for systems designed to enhance personnel survivability
- Force Protection Attributes Include Protection From –
 - Kinetic fires
 - Non-kinetic fires
 - CBRN effects
 - Environmental effects
 - Crash events
- Synergy/overlap with System Survivability (SS) KPP –
 - May include same attributes as the SS KPP, but emphasis is on protecting occupants / other personnel rather than protecting the system itself.
- Exclusion of Offensive Capabilities: Offensive capabilities primarily intended to defeat adversary forces before they can engage non-adversary forces are not included in the FP KPP.

- Applies to all CDDs and CPDs
- System Survivability Attributes Contribute to the Survivability of Manned or Unmanned Systems
- Examples:
 - Speed
 - Maneuverability
 - Armor
 - Electromagnetic Spectrum Control
 - Redundancy of Critical Subsystems
 - Protection from Chemical, Biological and Radiological Effects
- Endorsed by Chair, Protection FCB

- Applies to All CDDs and CPDs.
- Elements:
 - Availability KPP: Consists of Materiel Availability and Operational Availability
 - Reliability KSA
 - Operations & Support Cost KSA
- Endorsed by Chair, Logistics FCB in coordination with Joint Staff, J-4 Maintenance Division (J-4/MXD), and the office of the Deputy Assistant Secretary of Defense (Materiel Readiness)

- Applies to all Information Systems (IS) and National Security Systems (NSS) Used in the:

automated acquisition, Storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of DOD data or information regardless of classification or sensitivity
- Applies to all IS-ICDs, CDDs and CPDs addressing IS.
- Applies to JUON, JEON, and DoD Component UON IS solutions unless granted an exemption to the Information Support Plan (ISP) required by DoDI 5000.02.
- Not Applicable to Systems That Do Not Communicate With External Systems
- Certified by: Chair, C4/Cyber FCB

- Net-Ready KPP Consists of Three Attributes:
 - Supports Military Operations
 - Is Entered and Managed on the Network, and
 - Effectively Exchanges Information
- Three-Step Development Process
 - Step 1. Mission Analysis – Determines Attribute Details for “Supports Military Operations”
 - Step 2. Information Analysis – Determines Attribute Details for “Entered & Managed on the Network” and “Effectively Exchanges Information”
 - Step 3. Systems Engineering & Architecture – Supports all 3 attributes



Net-Ready KPP IS-ICD Example

| NR KPP Attribute | Key Performance Parameter | Initial Value |
|--|--|--|
| Support to military operations | Mission: Tracking and locating (Finding, Fixing, Finishing) High-Value Target (HVT) Measure: Timely, actionable dissemination of acquisition data for HVT Conditions: Targeting quality data to the neutralizing/tracking entity | ≤10 minutes Area denial of HVT activities |
| | Mission Activities: Find HVT Measure: Location accuracy Conditions: Individual differentiation | 100 meter circle Identify armed/not armed |
| Enter and be managed in the network | Network: SIPRNET Measure: Time to connect to an operational network from power up Conditions: Continuous Network Connectivity | ≤2 minutes |
| | Network: NIPRNET Measure: Time to connect to an operational network from power up Conditions: Continuous Network Connectivity | Up to 2 minutes |
| Exchange information | Information Element: Target Data Measure: Dissemination of HVT biographic and physical data Measure: Latency of data | <10 seconds ≤5 seconds |



Net-Ready KPP CDD/CPD Example

Attribute 1. Supports Military Operations

| NR-KPP Attribute | Key Performance Parameter | Threshold | Objective |
|--------------------------------|--|--|--|
| Support to military operations | Mission: Tracking and locating (Finding, Fixing, Finishing) High-Value Target (HVT) Measure: Timely, actionable dissemination of acquisition data for HVT Conditions: Targeting quality data to the neutralizing/tracking entity | 10 minutes Area denial of HVT activities | Near-real-time HVT tracked, neutralized |
| | Mission Activities: Find HVT Measure: Location accuracy Conditions: Individual differentiation | 100 meter circle at 90% confidence Identify | 25 meter circle at 90% confidence Identify individual |



Net-Ready CDD/CPD KPP Example

Attribute 2. Enter and Managed on the Network

| NR-KPP Attribute | Key Performance Parameter | Threshold | Objective |
|-------------------------------------|--|--------------------|-------------------|
| Enter and be managed in the network | Network: SIPRNET Measure: Time to connect to an operational network from power up Conditions: Network connectivity | 2 minutes 99.8% | 1 minute 99.9% |
| | Network: NIPRNET Measure: Time to connect to an operational network from power up Conditions: Network connectivity | 2 minutes 99.8% | 1 minute 99.9% |



Net-Ready KPP CDD/CPD Example

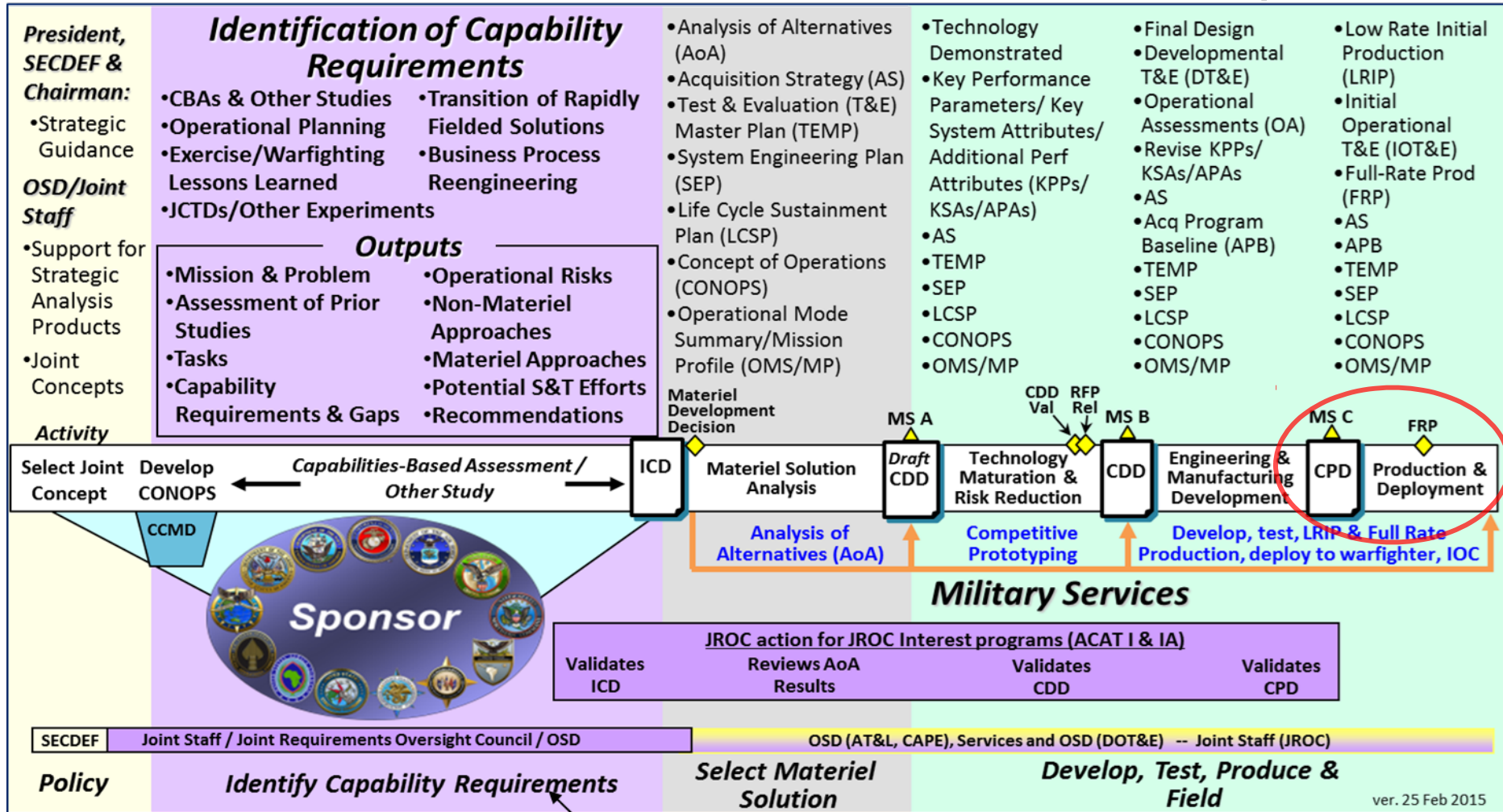
Attribute 3. Exchange Information

| NR-KPP Attribute | Key Performance Parameter | Threshold | Objective |
|----------------------|--|------------------------|----------------------------|
| Exchange information | Information Element: Target Data | 10 seconds | 5 seconds |
| | Measure: Dissemination of HVT biographic and physical data | Line of Sight (LOS) | Beyond LOS |
| | Measure: Receipt of HVT data | 5 seconds | 2 seconds |
| | | NSA certified type 1 | NSA certified type 1 |
| | Measure: Latency of data | | Non-permissive environment |
| | Measure: Strength of | Permissive environment | |

- Applies to CDDs and CPDs that Have System Performance Requirements Necessary to Enable Training Associated with the Materiel Capability Solution.
- Separate Endorsement Not Required.
 - Endorsed as Part of Training Considerations in the DOTmLPF-P Endorsement by Joint Staff J-7, with advice from the Office of the USD (Personnel & Readiness)

- Applies to Systems Where the Provision of Energy, Including Fuel and Electric Power, Impacts Operational Reach, or Requires Protection of Energy Infrastructure or Energy Resources in the Logistics Supply Chain
- May be Expressed as Units of Energy Used per Period of Time (e.g. gallons per hour), or as Number of Refuelings Required (e.g. tankings per hour).
- Endorsed by Chair, Logistics FCB, in Coordination With Joint Staff J-4 / Engineering Division (J-4/ED)

JCIDS and Acquisition



Getting The Front End Right is Key

ver. 25 Feb 2015

- Capability Production Document (CPD)
 - Proposes production of an increment of a specific materiel solution
 - Supports Milestone C
 - Identifies production operational performance attributes:
 - KPPs, Key System Attributes (KSAs), and Additional Performance Attributes (APAs)
 - Other System Attributes, such as Human Systems Integration (HSI), environmental factors, transportability, etc.
 - Attributes should be authoritative, measurable and testable
 - Identifies DOTmLPF-P impacts of the solution
 - Does not introduce new requirements
- Page Limit, Document Body: 40 Pages

CPD KPPs are inserted verbatim into the APB

Differences Between the CDD and the CPD

| CDD | CPD |
|--|--|
| Focus on Design & Development | Focus on Production |
| All Increments | A Specific Increment |
| Production Representative Articles measured against KPPs/KSAs/APAs | Low-Rate Initial Production articles measured against refined KPPs/KSAs/APAs |

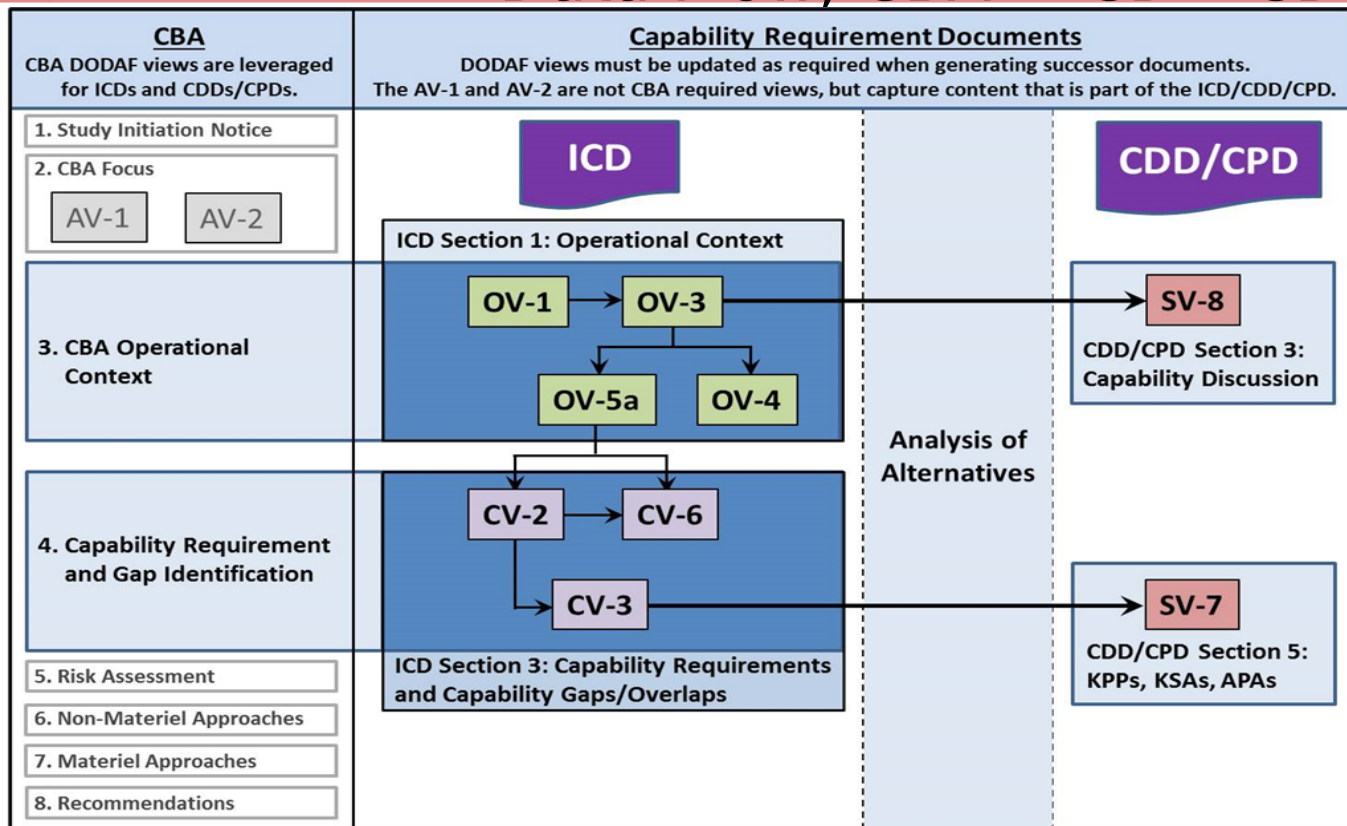
Thresholds, Objectives, and Trade Space

- Performance Attributes in the CDD and CPD are Expressed in Threshold / Objective Format.
 - Thresholds. Threshold values should be based upon the minimum performance required to achieve the required operational effect, while being achievable through the current state of technology at an affordable life cycle cost of the system.
 - Objectives. Objective values should be defined where an increased level of performance delivers significant increased operational effect, or decreased operational risk, if it can be delivered at an affordable life cycle cost of the system. Not every KPP, KSA, or APA must have an objective value which differs from the threshold value.
- Trade Space. The Difference Between Threshold and Objective Values Sets Trade Space for Balancing Multiple KPPs, KSAs, and APAs While Remaining Above the Threshold Values



DOD Architecture Framework (DODAF)

Data Flow, CBA – ICD – CDD/CPD



- This chart illustrates the flow of operational context and capability requirement and gap data gathered during a CBA to the ICD/CDD/CPD.
- See the JCIDS Manual for the full range of required DODAF data for JCIDS documents

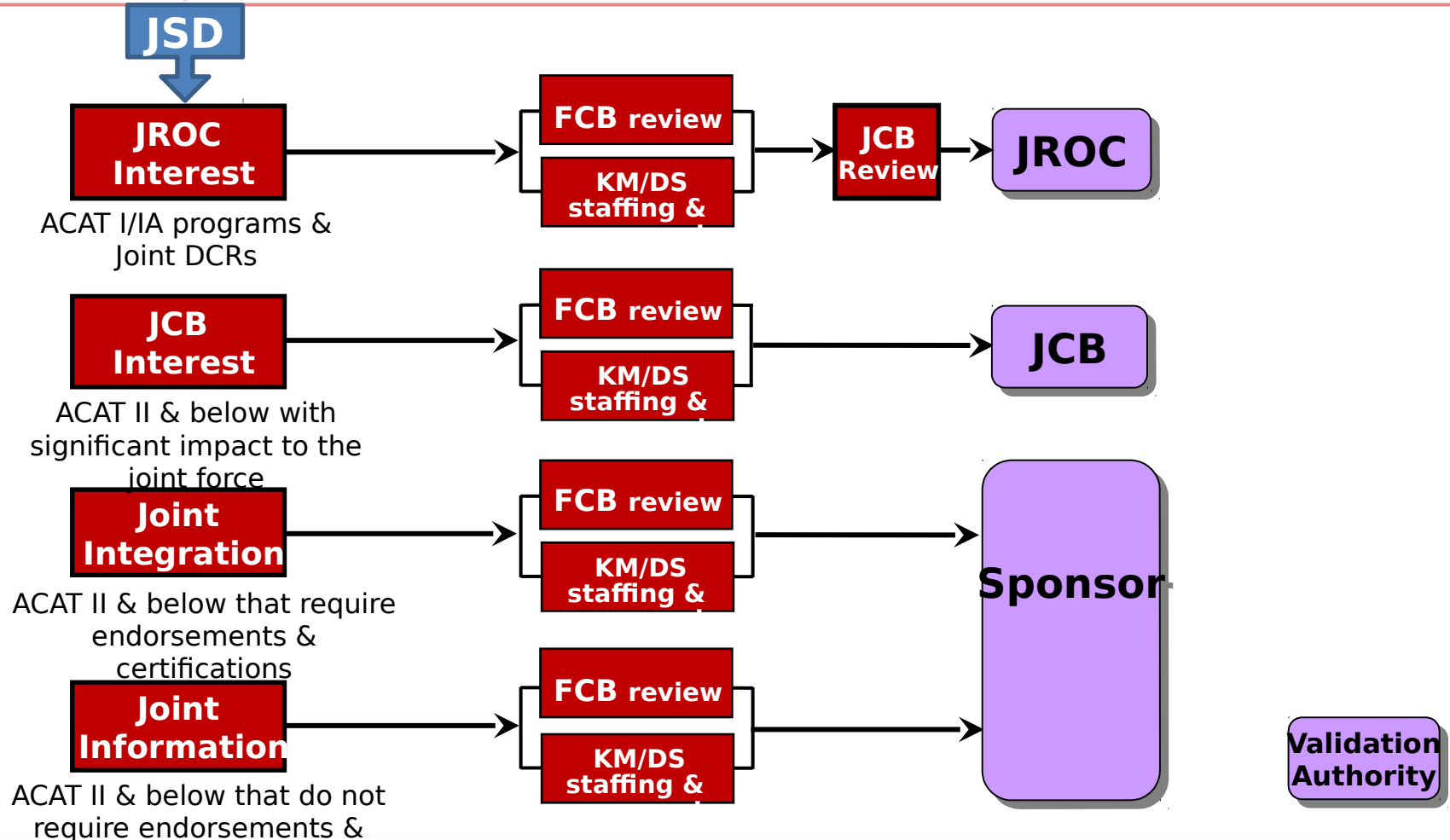


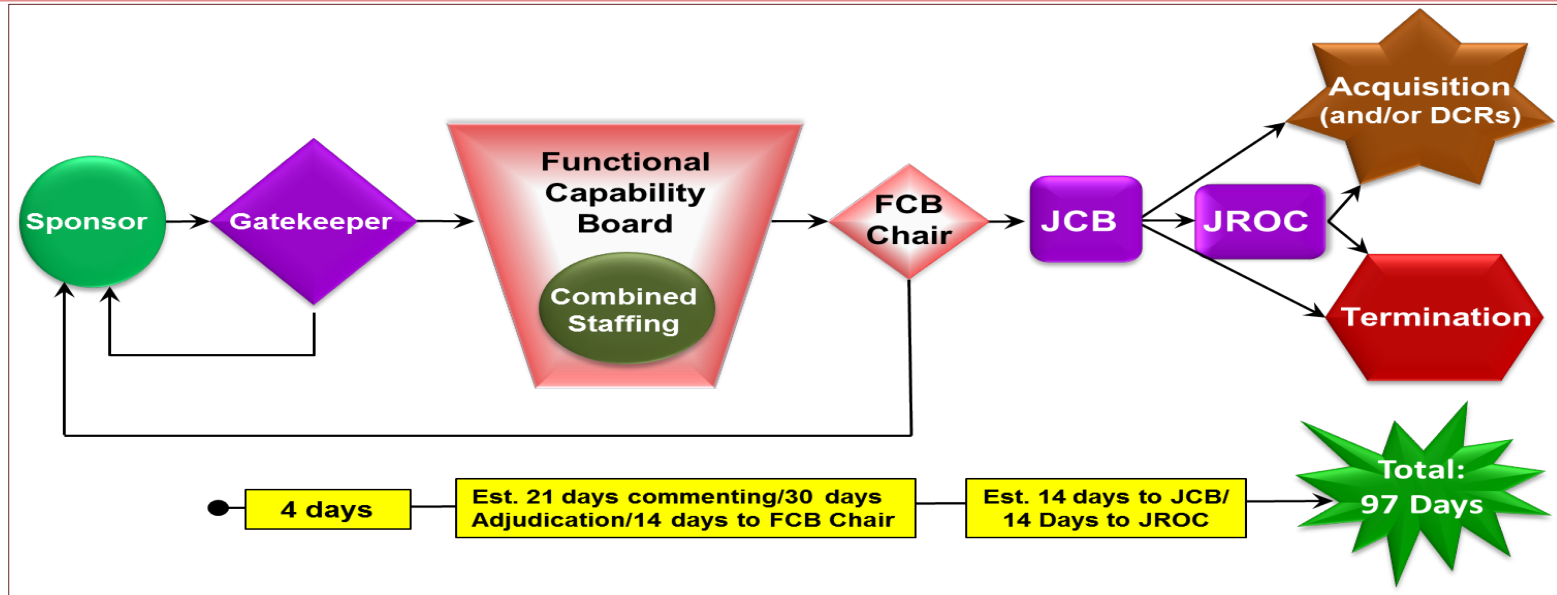
JCIDS Document Staffing and Validation

- J-8, Deputy Director for Requirements (DDR) is the Gatekeeper
- The Gatekeeper:
 - Performs an initial review of all JCIDS proposals
 - Gatekeeper determines:
 - Joint Staffing Designator (JSD)
 - » JROC Interest
 - » JCB Interest
 - » Joint Integration
 - » Joint Information
 - Lead and supporting Functional Capability Boards
- Formal Staffing Begins After Gatekeeper

Gatekeeper Makes Joint Staffing Designator (JSD) Decision After Sponsor Posts Document to the Knowledge Management/ Decision Support (KM/DS) Tool

JCIDS Document Staffing Tracks

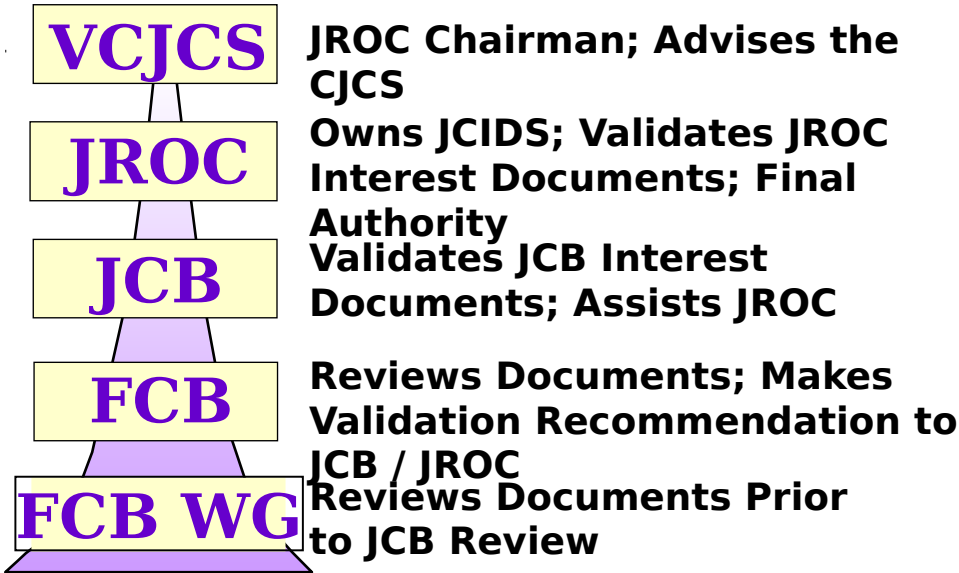




- Gatekeeper determines JSD and assigns to lead and supporting FCBs
- FCB staffing runs concurrently with stakeholder review and comment
- Sponsor adjudicates comments
- FCB Chair recommends validation/no validation to JCB/JROC
- Validated documents are posted to KM/DS



JROC Decision Chain



JROC: Joint Requirements Oversight Council
 JCB: Joint Capability Board
 FCB: Functional Capability Board
 FCB WG: Functional Capability Board Working Group

JROC Membership

Chair: VCJCS

Council Members:

- Vice Chief of Staff, Army
- Vice Chief of Naval Operations
- Vice Chief of Staff, Air Force
- Assistant Commandant of the Marine Corps

*Unless otherwise directed to participate by the JROC Chairman, CMCs must be invited to participate as voting members when matters related to the area of responsibility or functions of that command will be under consideration by the JROC. USD(AT&L), Dir, CAPE, USD(Comptroller), DOT&E, and USD(Policy) attend as JROC advisors



Joint Capabilities Board (JCB)

- Provides Review and Endorsement of Documents and Adjudication of Lower Level Issues Prior to JROC Validation
- Validates JCIDS Documents with a Joint Staffing Designation (JSD) of “JCB Interest”
- JCB Chair: Director, J-8
- JCB Membership: General/Flag Officers, or civilian equivalent, from the Military Services and Combatant Commands

USSOCOM has delegated validation authority for Special Operation Peculiar JCIDS documents at the level of JCB Interest and below.



Functional Capabilities Boards (FCBs)

- Provides Capability Requirement Portfolio Management, Including Review and Assessment of Documents and Adjudication of Lower Level Issues Within Their Portfolio Prior to JCB Review
- Aligned with Joint Capability Areas (JCAs)
- FCB Chair: General/Flag Officer, or Civilian Equivalent
- FCB Lead: Military Officer, 0-6, or Civilian Equivalent
- FCB Membership: Representatives in Military Grade of 0-6, or Civilian Equivalent, from Joint Staff, Services, CCMDs, and Other Organizations With Equity in the FCB's Portfolio



Functional Capabilities Boards (FCBs)

Force
Support

JS J-8

JCA 1 & 8
Force Support and
Building Partnerships

Battlespace
Awareness

JS J-2

JCA 2
Battlespace
Awareness

Force
Application

JS J-8

JCA 3
Force
Application

Logistics

JS J-4

JCA 4
Logistics

C4/Cyber

JS J-6

JCAs 5 & 6
Command & Control and Net-

Protection

JS J-8

JCA 7
Protection

JCA 9, Corporate Management, does not have a FCB. Corporate Management issues related to Defense Business Systems are managed by the Deputy Chief Management Officer, along with common gatekeeping processes with JCIDS via the Joint Staff Gatekeeper. Other Corporate Management issues will be handled through one of the listed FCBs with appropriate participation from other organizations.



Functional Capabilities Board Working Groups (WGs)

- Provide Initial Review and Assessment of Documents Prior to Review by the FCB
- Established by the FCB Chair
- FCB WG Lead: Military Officer, O-6, or Civilian Equivalent
- FCB WG Membership: Military, civilian, or contractor support Subject Matter Experts from Joint Staff, Services, Combatant Commands, and other Organizations With Equity in the FCB's Portfolio.

Other Related Organizations

- In Addition to the Gatekeeper, there are Several Organizations that Participate Directly with the Four Levels of Boards (JROC, JCB, FCB and FCB WG):
 - Independent Assessment Organizations Within J-8
 - J-8 / Joint Requirements Assessment Division
 - J-8 / Capabilities and Acquisition Division
 - J-8 / Program and Budget Analysis Division
 - FCB General Officer / Flag Officer (GO/FO) Integration Group
 - FCB 06 Integration Group
 - Joint Weapon Safety Technical Advisory Panel
 - Document Sponsor
 - Milestone Decision Authority

Summary of the Deliberate JCIDS Process

- Materiel Solutions
 - Initial Capabilities Document (ICD)
 - Capability Development Document (CDD)
 - Capability Production Document (CPD)
- Non-Materiel Solutions – Joint DOTmLPF-P Change Recommendation (DCR)
- Operational Requirements Development is a Team Effort; All Stakeholders Should be Involved; Involve the User in Technical Requirements Development



Urgent Needs



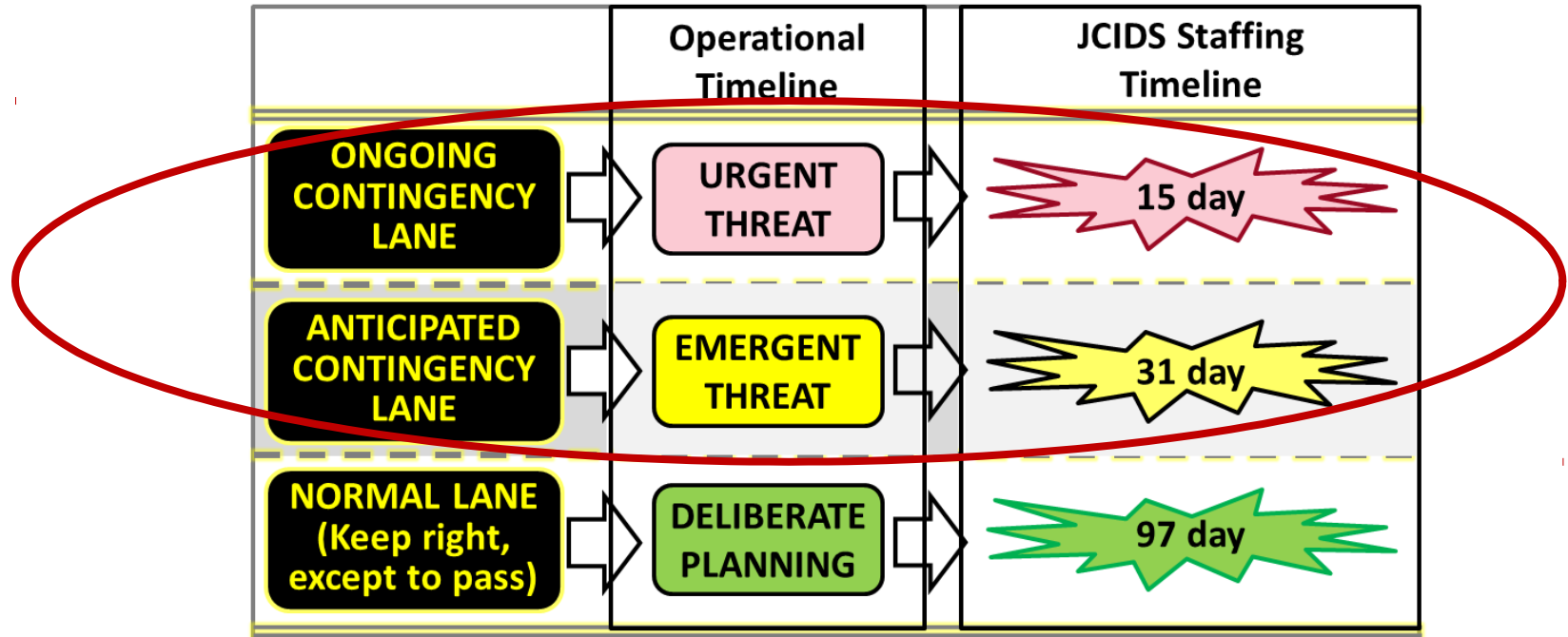
Urgent Need Situations

- Urgent and Compelling Needs During Crisis and Conflict, or Anticipated or Pending Contingency Operation
- Each Service has Policies and Procedures, but ...
- Service-Unique Approaches do not Address Theater-Wide Joint Urgent and Emergent Operational Needs
- Requirements Managers Need to Stay Engaged in

The Warfighter Senior Integration Group (SIG) is the Oversight Body for DoD Urgent Needs

See DoDD 5000.71, 24 Aug 2012

Urgent & Emergent Threat Lanes



The Ongoing Contingency Lane is the *Joint Urgent Operational Needs (JUON) Lane*

The Anticipated Contingency Lane is the *Joint Emergent Operational Needs (JEON) Lane*

- Urgent Operational Need (UON):
 - Capability requirements identified by a DOD Component as impacting an ongoing or anticipated contingency operation. If left unfulfilled, UONs result in capability gaps potentially resulting in loss of life or critical mission failure. DoD Components, in their own terminology, may use a different name for a UON.
- Joint Urgent Operational Need (JUON):
 - UONs that are identified by a Combatant Command as inherently joint and impacting an ongoing contingency operation.
- Joint Emergent Operational Need (JEON):
 - UONs that are identified by a Combatant Command as inherently joint and impacting an anticipated or pending

Who Initiates a JUON or JEON?

- JUONS or JEONS are Submitted by a CCMDs or the CJCS/VCJCS
 - While JUONs and JEONs are primarily submitted by the CCMDs, the CJCS/VCJCS may generate a JUON or JEON directly in support of CJCS or VCJCS responsibilities, or to facilitate timely validation of urgent or emergent needs identified by multiple CCMDs or DOD Components.
- CCMD JUONs or JEONs must be endorsed by the CCMD Commander, Deputy Commander, or Chief of Staff.
 - Administrative modifications to previously validated JUONs or JEONs may be endorsed by the CCMD J8.



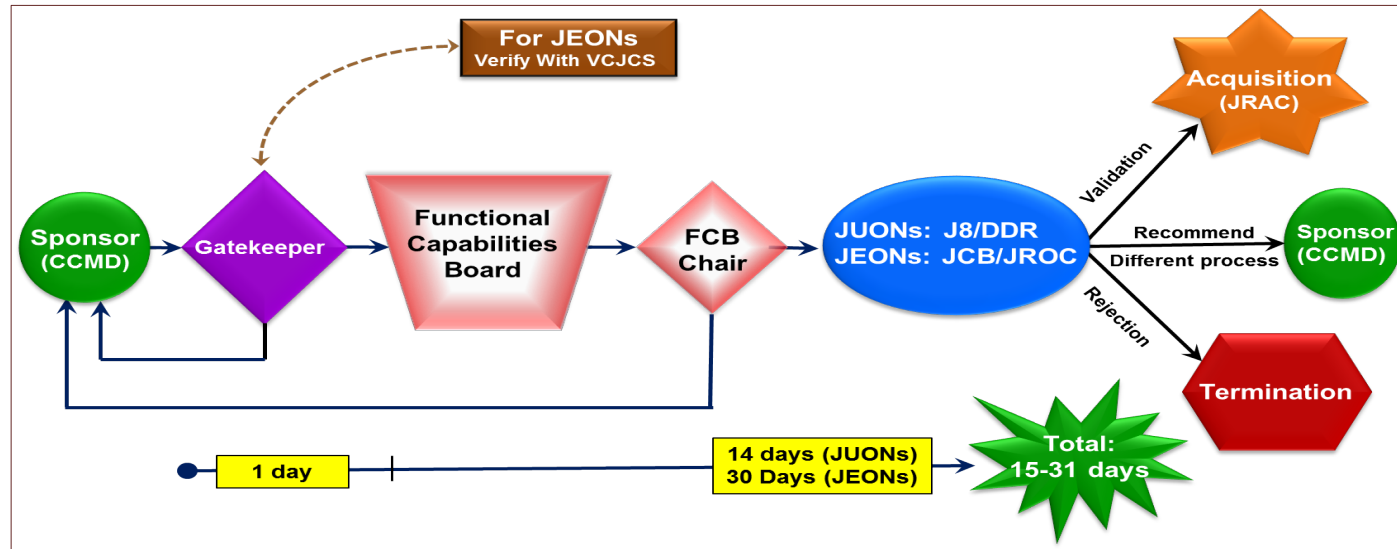
JUON and JEON Staffing, Validation and Resourcing

- Goal for staffing and validation of JUONs is 15 days; JEONS is 31 days
- JUON or JEON Validation and Resourcing Involves
 - Collaborative review by the Lead FCB and the Joint Rapid Acquisition Cell (JRAC)
 - The Gatekeeper (J8 Deputy Director for Requirements (DDR)) Validates JUONs
 - JCB or JROC validates JEONs as determined by VCJCS
 - Solution Sponsor (normally a military department) designated by the JRAC will fund the solution

- Component (Service or Agency) Recommended by the Gatekeeper and Named by the JRAC
- The Sponsor Develops an Initial Course of Action for JRAC Review
 - Implementation Recommendation
 - Funding Strategy Recommendation
- The Sponsor Manages the Approved JUON / JEON Effort

Components will use all available authorities to fund, develop, assess, produce, deploy, operate, and sustain urgent operational need (UON) capabilities expeditiously
(DoDD 5000.71)

JUON and JEON Staffing

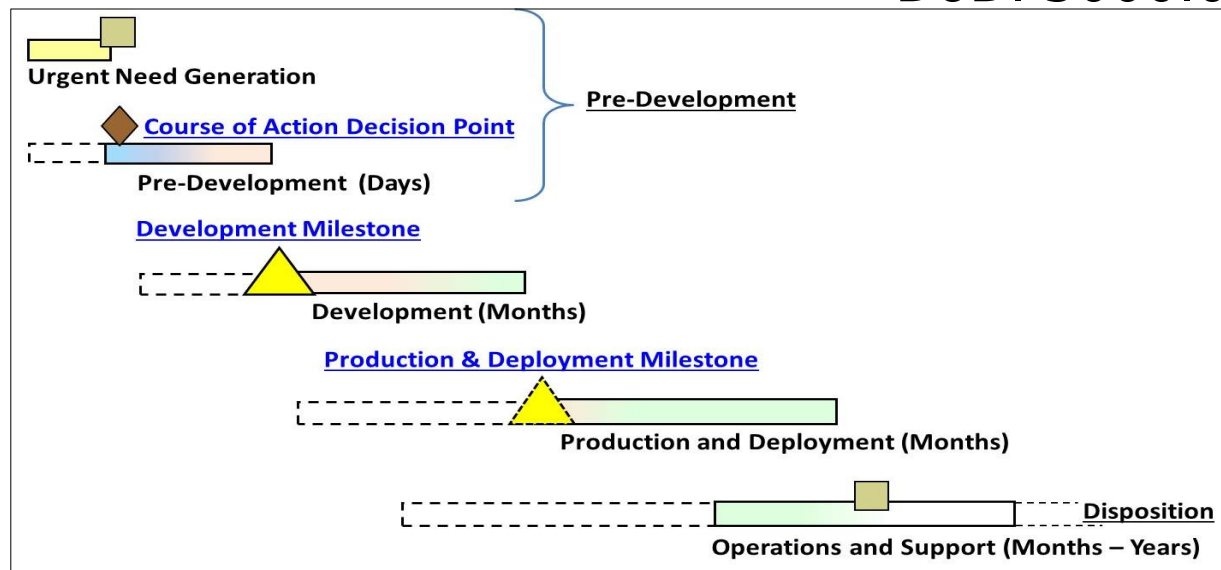


- Staffing begins when Gatekeeper receives the document
- Gatekeeper has 1 day to review and assign to Lead FCB
- JEONs confirmed by Gatekeeper with VCJCS; VCJCS assigns JCB or JROC as validation authority
- Lead FCB & Joint Rapid Acquisition Cell (JRAC) assess validity of JUON/JEON and identify potential solutions (if possible – ultimate solution will be determined post-validation)
- FCB Chair & JRAC make recommendation for or against validation
- Validation is communicated to JRAC, who designates a solution sponsor to rapidly fund, develop, acquire, field and sustain a solution
- If not validated, validation authority notifies JUON/JEON sponsor



JUON and JEON Follow-On Activities

- Quarterly Review.
 - The Joint Staff Gatekeeper, together with the JRAC, reviews validated JUONs and JEONs quarterly to assess progress toward fielding capability solutions in a timely manner
- Assessment of Operational Utility
 - The original requirement Sponsor will generate an assessment of the capability solution no later than six months after initial delivery to facilitate transition, sustainment, or alternate approaches.
- Biannual Review.
 - Unless withdrawn earlier by the validation authority or requirement Sponsor, the validation authority reviews validated JUONs and JEONs two years after the validation



- **Pre-Development:** Assess and select a course or courses of action
- **Development Milestone:** MDA determines if can be fielded within 2 years; does not require substantial development effort; approves release of RFP
- **Development:** MDA, in consultation with the user, determines what deficiencies must be resolved and what risks can be accepted
- **Production Milestone:** MDA decides whether to produce and deploy the system
- **Production and Deployment:** Capability is provided to the warfighter
- **Operations and Support:** Urgent need is sustained over its anticipated life cycle
- **Disposition:** 1. Terminate 2. Sustain for Current Contingency 3. Transition to Program of

- JUON or JEON Assessment of Operational Utility Conclusion Categories
 - Failure / Limited Success. The solution does not provide operational utility satisfying the capability requirements in the JUON or JEON.
 - Success / Limited Duration Requirement. The solution satisfies the urgent/emergent capability requirement for the limited duration purposes identified in the JUON or JEON
 - Success / Enduring Requirement. The solution satisfies the urgent/emergent capability requirement for the limited duration purposes identified in the JUON or JEON, but also provides enduring capabilities that should remain in the joint force



Disposition Analysis (DoDI 5000.02)

- No later than 1 year after the program enters O&S (or earlier if directed by the DoD Component), the DoD Component will appoint an official to conduct a Disposition Analysis
- The disposition official will recommend one of the following options:
 - Termination: Demilitarization or Disposal
 - Sustainment for Current Contingency
 - Transition to Program of Record
- DoD Component head and the CAE will review the recommendation and a transition decision will be recorded in a Component Head Disposition Determination

Transition to Program of Record (PoR)

- Who decides if a solution to an Urgent Operational Need must enter the formal acquisition process?
 - ACAT I – Defense Acquisition Executive (DAE) makes the PoR decision
 - ACAT II or below – Component Acquisition Executive (CAE) / Service Acquisition Executive (SAE) makes the PoR decision
- May need Materiel Development Decision (MDD) depending on:
 - Status of procurement
 - If the fielded solution needs additional development
- Funding for additional quantities and sustainment is Service responsibility

Challenge of Rapid Acquisition



- ★ **Future Focused**
- ★ **Very Structured Process**
- ★ **Evolved Requirements**
- ★ **Analysis of Alternatives**
- ★ **Lengthy Development**
- ★ **High Visibility on Program**
- ★ **Large Investment**



Deliberate

immediate



- ▢ **Now-focused**
- ▢ **More ad hoc process**
- ▢ **Broad requirement**
- ▢ **Quick assessment of alternatives**
- ▢ **Limited development**
- ▢ **High visibility on results**
- ▢ **Limited investment**
- ▢ **Very Limited Feedback**
- ▢ **Transition to PoR**





Urgent Operational Need Summary

- An Urgent / Emergent Situation that May Result in
 - Loss of life and/or
 - Critical mission failure
- Each Service Has Its Own Approach to Urgent Needs
- JUONs / JEONs Document Joint Urgent Needs
- Requirements Managers Need to be Involved with Follow-On Activities

- Waivers can be used for:
 - Request to submit a CDD without an ICD (ICD waiver is not required to submit a Joint DCR without a preceding ICD)
 - Request to submit a CPD without a preceding ICD and/or CDD
 - ICD and/or CDDs may be waived in cases where it is best to proceed directly to MS B or C (GOTS/COTS solutions, transitioning UONS/JUONS, successful JCTDs, etc..)
 - Tripwire relief – when a sponsor does not believe a tripwire review is necessary.
- J-8/DDR is the approval authority for:
 - ICD, CDD and tripwire waiver requests
 - Deviations from processes described in the JCIDS Manual

- **Know the requirements** – the requirements/acquisition community should not only clearly understand the requirements, but should be actively engaged with the user in establishing realistic and achievable requirements within budget constraints.
- **Question the requirements** – if a requirement doesn't make sense, question it – the answer may be surprising.
- **Are the requirements realistic** – is it physically possible to meet the requirement? Can it be tested? Is an 80% solution adequate and field the remaining 20% when technology is mature enough?
- **Beware of derived requirements** – an engineer's "derived" technical requirement can take on a life of it's own; keep focused on the user's operational requirements.
- **Tech Reviews** – JCIDS sponsor/user should attend PDR and CDR to answer questions on operational requirements.
- **Configuration Steering Boards (CSBs)** – PM has the authority to recommend descoping options and to object to new requirements after MS B, unless approved by the CSB. Must be coordinated with the requirements professionals

- Gaming the System by Specifying the Solution too Early
- Incomplete or Rushed Analysis
- Vague/Poorly Written Requirements
- Good Briefings Based on Poor Documents
- Confusing Requirements with Specifications
- Not Following Up on Results of DAS Reviews and T&E results
- Requirements Creep (Operational & Technical)
- Misusing the Urgent/Emergent Requirements Determination Processes
- Cost and Schedule Estimates Based on Incomplete or Poorly Written Requirements (Operational and Technical)